

**THE EFFECT OF PERCEPTED ORGANIZATIONAL SUPPORT, MOTIVATION AND JOB SATISFACTION ON EMPLOYEES' ORGANIZATIONAL COMMITMENT
(CASE STUDY AT THE KENDAL REGENCY EDUCATION AND CULTURE OFFICE)**

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ABSTRACT

This study aims to identify the effect of perceived organizational support, motivation and job satisfaction on employee organizational commitment at the Kendal District Education and Culture Office. Employee organizational commitment is very important to avoid bad things such as the phenomenon of employees often leaving work during working hours, decreasing performance, increasing the number of employees who are not present, arriving late for work hours, and returning home earlier than normal working hours. This research is descriptive and causal research. The method used is a quantitative method with SPSS tools for processing data obtained by researchers. Data analysis used multiple linear regression analysis. The total population is 104 employees with sampling technique using saturated sampling or census. The results showed that: 1) Perceived Organizational Support had a positive and significant effect on Organizational Commitment because the beta value was 0.243 and the significance was 0.018 < 0.05; 2) Motivation has a positive and significant effect on Organizational Commitment because the beta value is 0.490 and the significance is 0.000 < 0.05 and; 3) Job Satisfaction has no effect on Organizational Commitment because the beta value is 0.067 and the significance is 0.586 > 0.05.

Keywords: Perceived Organizational Support, Motivation, Job Satisfaction, and Organizational Commitment

1. INTRODUCTION

The study on the topic of perceived organizational support, motivation, job satisfaction and its influence on employee organizational commitment cannot be separated from criticism. Most researchers examine perceived organizational support, motivation, and job satisfaction which are influenced by Organizational Citizenship [1, 2]. Meanwhile, some other experts argue that it is influenced by performance [3, 4]. Therefore, researchers are interested in taking the topic of perceived organizational support, motivation, job satisfaction and its influence on employee organizational commitment, for a better understanding of the concept of perceived organizational support, motivation, job satisfaction and its influence on employee organizational commitment, here the researcher defines employee organizational commitment. In general, it is the identification and involvement of a person who is relatively strong in the organization. For institutions, organizational commitment is indispensable in ensuring the continuity and progress of the organization. This is due to the commitment to increase the competitiveness of the organization which really requires the commitment of its members, in addition to intellectual and professional competence [5]. Organizational commitment is very important for companies to avoid things that are detrimental to the institution, such as employees arriving late, leaving work in the middle of working hours, decreasing performance and increasing the number of employees who are absent, late and leave earlier than normal working hours. Conversely, if organizational commitment is embedded in employees, employees will be interested in the goals, values, and goals of the organization, an attitude of liking the organization and a willingness to make high efforts for the interests of the organization for the achievement of goals, and even employees will survive under any conditions [6].

2. REVIEW OF LITERATURE

2.1. Perceived Organizational Support

The concept of perceived organizational support (POS) has been widely developed by several researchers [7, 8]. Perceived organizational support (POS) relates to how employees perceive their organization. Every employee's actions and human resource management practices taken by the organization can affect employees' perceptions of the organization's commitment to them [7]. The concept of POS refers to; "employees develop global beliefs

about the extent to which organizations value their contributions and care about their well-being' [7]. Through the process of making attributions about how the organization behaves, employees arrive at an evaluation of the extent to which they believe the organization supports them, values their contributions, and cares about their well-being. In addition, employees also want to maintain and benefit from the financial relationship they feel in a reciprocal relationship [9]. Furthermore, in POS theory, when employees feel that they are supported by the organization, their sense of responsibility towards the welfare and goals of the organization increases [9]. Another opinion reports that when employees get support from organizational colleagues, they feel more responsible for their work [10]. Employees with high organizational support perform greater creativity and excellence [11], higher commitment, [12] and optimal performance [13].

2.2. Motivation

Employee motivation plays an important role in the field of human resource management, both practically and theoretically [14]. This work motivation is needed to help employees get the work targets that the organization requires. Employees who are highly motivated will tend to be more committed to the organization. In the area of work motivation, as in the broader field of motivated or regulated behavior, many jobs fall within the cognitive tradition that evolved from work [15]. Matters related to employee motivation have played a central role in management practice and theory since the 20th century [16]. Several definitions of motivation are available in the literature. defines motivation as a process that explains the intensity, direction, and persistence of individuals in an effort to achieve goals [17]. Motivation as an individual's willingness to do something and is conditioned by action to satisfy needs [18]. Another definition of motivation as a person's power to make them able to choose a particular job, survive and work hard in a given position [19]. Motivation drives employees internally to actions that help them achieve certain goals or tasks assigned to them [20]. Motivation is defined as a force, drive, need, state of tension, or other mechanism that initiates and sustains voluntary activity towards the attainment of personal goals. Motivation raises questions about why people behave the way they do [21, 22]. Motivated people are those who have made a conscious decision to try significantly to achieve something they value [20]. From some of these opinions, it can be concluded that motivation is something that encourages someone to do something.

2.3. Job satisfaction

The topic of job satisfaction attracts the attention of various parties, both those who work in organizations and research [20]. Job satisfaction, in a general sense, is considered as the positive impact of the worker's experience in the work environment on himself and the positive behavior that results from this experience [20]. The traditional model of job satisfaction focuses on a person's feelings about his or her own profession. However, what makes a job satisfactory or unsatisfactory depends not only on the quality of the work, but also on the individual's expectations about their work [24]. Participation in decision-making processes, job autonomy, integration, job diversity, satisfaction with pay, availability of incentive programs, training, perceptions of fair treatment, and quality of supervision, training, and formalization have led to higher levels of employment. satisfaction [23]. Herzberg formulated a two-factor theory of job satisfaction, one of which refers to hygienic factors that are extrinsic to work (company policies and administration, supervision, relationship with supervisors, working conditions, salary, relationships with peers, personal life, relationships with subordinates, status, security) and others are known as motivators that are intrinsic to work (growth, progress, responsibility, work itself, recognition, achievement) [24]. Another definition of job satisfaction is a form of a person's positive feelings towards the results of the evaluation of each of his job characteristics [25].

2.4. Organizational Commitment

Organizational commitment can be interpreted as a bond that an employee has, specifically organizational ties. Organizational commitment has an important role for an organization to create employees who have high commitment in the organization. Organizational commitment is a combination of three components named as; affective, continuous and normative commitment [26]. In affective commitment the employee becomes emotionally attached to the organization, whereas, in continuance commitment, the employee remains a part of the organization because of the associated costs of leaving the organization. In normative commitment, employees are considered as an obligation to stay in a particular organization. Researchers have given much concentration to organizational commitment in the management literature as it affects work outcomes. It is recommended that employees with high commitment perform well compared to employees who are less committed [27]. Highly committed employees always carry out their duties with full of struggle and positive attitude which ultimately improves the performance of certain organizations.

2.5. Research Theoretical Framework

The theoretical framework refers to the theory that the researcher chooses to guide him in his research. So, a theoretical framework is the application of a theory, or a set of concepts drawn from the same theory, to offer an explanation of an event, or explain a particular phenomenon or research problem. Figure 1 presents the theoretical framework of the research, which explains the relationship between POS, WM, JS to OC. Where POS, WM, and JS affect OC [28].

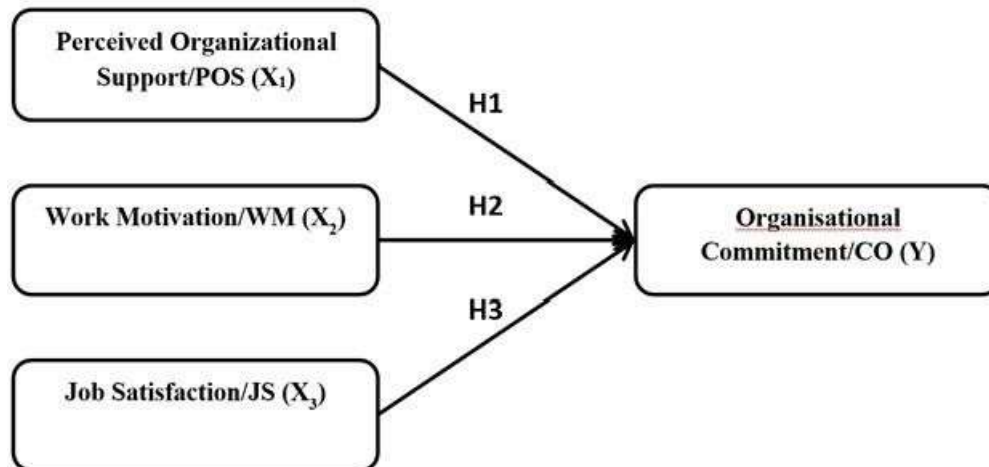


Figure 1 Theoretical Framework and Hypothesis

2.6. Hypothesis

The hypothetical model of the study is elaborated in the theoretical framework diagram which is shown in Figure 1 above. From the figure above, it can be seen that there is a reciprocal relationship between the independent variable (X_1 , X_2 , X_3) and the dependent variable (Y).

2.6.1. Relationship between Perceived Organizational Support and Organizational Commitment

Perceived Organizational Support (POS) is a form of employee perception of the organization which can appreciate their work contribution and care about their welfare [28]. If organizational support is well perceived by employees, then they will feel important and valuable to their organization. Thus, they will respond by being more enthusiastic about working and being more committed/committed to the organization. This indicates that higher POS will increase employee commitment to the organization, and vice versa. Various studies have found that in most organizations, employees who feel supported by the organization will have a sense of meaning, which will increase their commitment. This commitment ultimately encourages employees to try to help the organization achieve its goals, and this will increase their expectations that work performance will be noticed and appreciated by the organization [10]. Based on the explanation of the relationship between perceived organizational support (POS) and organizational commitment, the hypothesis is formulated:

H1: Perceived organizational support has a positive and significant effect on employee organizational commitment.

2.6.2. Relationship between Work Motivation and Organizational Commitment

Motivation is often referred to as a factor driving a person's behavior. The role of superiors in providing the right motivation to their employees is very important, because they can encourage them to do their jobs better and are also highly committed to their organization. This will facilitate the achievement of the goals of the employees themselves and also the goals of the organization. The higher a person's level of motivation in work will increase employees to be committed to their organization. This opinion is in line with previous studies which show that work motivation has a positive and significant effect on organizational commitment [29, 30, 31]. Based on the explanation of the relationship between work motivation and organizational commitment, the following hypothesis is formulated:

H2: Work motivation has a significant positive effect on organizational commitment.

2.6.3 Relationship between Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and organizational commitment may occur when members of the organization have a high level of satisfaction within the organization, so that they have an attitude of belief and trust in, and a positive perception of, the organization [2].

An employee with a high level of job satisfaction will have positive feelings towards his job and vice versa [28]. If employees are satisfied with their work, they will have a positive attitude at work, one of which is commitment to the organization. The higher the level of employee job satisfaction, the higher the level of employee commitment to the organization. Commitment to the organization, related to place of residence, has a strong relationship with job satisfaction. However, instead of being an antecedent, commitment is often placed causally after work [32]. This opinion is in line with the results of previous research which show job satisfaction has a significant positive effect on organizational commitment [33]. Based on the explanation of the relationship between job satisfaction and organizational commitment, the hypothesis is formulated:

H3 : Job satisfaction has a significant positive effect on organizational commitment.

3. METHODS

This research is a descriptive and causal research because this study aims to analyze the relationship between variables and describe the results of the study. Descriptive research is research that is used by describing or describing the data that has been collected as it is without intending to make conclusions that apply to the general public or generalizations that aim to analyze the data [34]. Causal Research, is a method that explains the relationship between two variables, which is causal, where there are variables that influence and are influenced. This study uses quantitative research methods [37]. Quantitative research, is a research method based on the philosophy of positivism, as a scientific or scientific method because it has fulfilled scientific principles in a concrete or empirical, objective, measurable, rational, and systematic manner [37]. Quantitative methods aim to test predetermined hypotheses that are used to examine certain populations or samples, collect data using research instruments, and analyze quantitative or statistical data. This study uses quantitative research methods because this study uses numbers with statistical calculations and aims to test the hypotheses that have been made.

3.1. Operational Variables, Dimensions And Indicators

Operational variable is the determination of the construct or trait to be studied so that it becomes a variable that can be measured [36]. The following is a conceptual and operational definition of Perceived Organizational Support (X₁), Motivation (X₂) and Job Satisfaction (X₃) on Organizational Commitment (Y).

Table 1. Research Variables and Measurement Indicators

Variables	Dimension	Indicator
Perceived Organizational Support (POS) [10]	1. Fairness	1. Structural justice
		2. Social justice
	2. Supervisor support	3. Work direction from supervise
		4. Work evaluation from supervise
		5. Salary
	3. Organizational rewards & job conditions	6. promotion opportunity
		7. Job security
		8. Independence at work
		9. Providing training
Motivation of Work (MW) [28]	1. Physiological needs	1. The most important needs
	2. Security needs	2. Primary needs
		3. Conducive work environment
	3. Social needs	4. Occupational health & safety guarantee
		5. Old age guarantee
		6. Interaction between employees
	4. Need to be appreciated	7. Interaction with superiors
		8. Cohesive working group
		9. Take part in decision making
		10. Recognition and appreciation

	5. Self-actualization needs	11. Skill upgrade opportunity
		12. Take part in decision making
Job Satisfaction (JS) [28]	1. The work itself	1. Interesting job
		2. Training opportunities
		3. Responsibility for work
	2. Appropriate salary	4. Salary system
		5. Appropriate salary
	3. Promotion	6. Promotion opportunity
		7. Opportunity to improve skills
	4. Supervision/supervision	8. Supervision supervises and directs well
		9. Good relationship with supervision
	5. Coworkers	10. Willing to help each other
		11. Good relationship between co-workers
Organizational Commitment (OC)[29]	1. Affective commitment	1. Emotionally bonded
		2. Proud to be part of the organization
		3. Work until retirement
	2. Continuance commitment	4. Organizations . problems become personal problems too
		5. Feel lost if you go out
		6. Current job is a necessity
	3. Normative Commitment	7. No other work
		8. Best current job
		9. Moral obligation
		10. Loyalty
		11. It is unethical to change places of work
		12. Responsible

3.2. Population and Sample

The population in this study were all employees of the Education and Culture Office of Kendal Regency, totaling 104 people. The sample is part of the population that has several characteristics [37]. In this study, one of the techniques used is *non-probability sampling*, namely the saturated sampling technique or census. Saturated *sampling* or commonly called census is a sampling technique by using all existing population members to be sampled [37]. This is done if the population is relatively small. Because the total population at the Kendal Regency Education and Culture Office is only 104 employees, the entire population is used as a sample in this study.

3.3. Data Collection Method

In this study, the data collection methods used are: 1. Primary data collection is done by distributing questionnaires to 104 employees as samples. Questionnaires are distributed using a Likert scale with a score of 1 to 5, which will then be filled out by respondents as research samples indicating their agreement to certain questions with answer choices ranging from strongly disagree to strongly agree. 2. Secondary data collection is carried out by means of a literature study, which includes data on the number of employees, organizational policies at the Kendal Regency Education and Culture Office, and others.

4. RESEARCH RESULTS

From the results of the distribution of questionnaires distributed to respondents as many as 104 employees. However, not all of the questionnaires were returned as many as 104. Some were damaged and were not filled out by the respondents. The details can be seen in table 3 below:

Table 2. Number of Real Questionnaires	
Information	Amount
Distributed Questionnaire	104
Returning Questionnaire	89
Broken Questionnaire	5
	84

Source: primary data processed in 2021

4.1. Description of Research Variables

References should be listed at the end of the paper, and numbered in the order of their appearance in the text. Authors should ensure that every reference in the text appears in the list of references and vice versa. Indicate references by numbers in the text. In the text the number of the reference should be given in square brackets [3]. The actual authors can be referred to, but the reference number(s) must always be given.

Table 3. The Description of Data for Each Variable

	X ₁	X ₂	X ₃	Y
Valid	84	84	84	84
N				
Missing	0	0	0	0
Mean	4.02	3.91	3.94	3.92
Median	4.00	4.08	4.00	4.00
Mode	4.00	4.00	4.00	4.00

Source: primary data processed in 2021

4.2. Validity and Reliability Test

4.2.1. Validity test

The validity test in this study uses the *Confirmatory Factor Analysis* (CFA) analysis method to test whether the item indicators used can confirm a variable. Each item can be said to be valid if it has a *loading factor value* > 0.4. In addition, it is possible to do factor analysis if it has a *Kaiser-Meyer-Olkin Measure of Sampling Adequacy* (KMO MSA) sample adequacy value > 0.50. See the table below

Table 4. Validity Test Results with CFA

Variable	Indicator	KMO MSA	Loading Factor	Information
Perceived Organizational Support (X ₁)	X1.1	0.740	0.458	Valid
	X1.2		0.752	Valid
	X1.3		0.455	Valid
	X1.4		0.526	Valid
	X1.5		0.448	Valid
	X1.6		0.652	Valid
	X1.7		0.419	Valid
	X1.8		0.733	Valid
	X1.9		0.671	Valid
Work Motivation (X ₂)	X2.1	0.807	0.480	Valid
	X2.2		0.575	Valid
	X2.3		0.514	Valid
	X2.4		0.589	Valid
	X2.5		0.773	Valid
	X2.6		0.768	Valid
	X2.7		0.601	Valid
	X2.8		0.587	Valid
	X2.9		0.797	Valid
	X2.10		0.722	Valid
	X2.11		0.839	Valid
	X2.12		0.510	Valid
Job satisfaction(X ₃)	X3.1		0.755	Valid
	X3.2		0.831	Valid
	X3.3		0.647	Valid

Variable	Indicator	KMO MSA	Loading Factor	Information
Job satisfaction (X ₃)	X3.4	0.682	0.761	Valid
	X3.5		0.684	Valid
	X3.6		0.764	Valid
	X3.7		0.543	Valid
	X3.8		0.582	Valid
	X3.9		0.592	Valid
	X3.10		0.497	Valid
	X3.11		0.440	Valid
Organizational Commitment (Y)	Y1	0.745	0.535	Valid
	Y2		0.632	Valid
	Y3		0.656	Valid
	Y4		0.464	Valid
	Y5		0.690	Valid
	Y6		0.411	Valid
	Y7		0.503	Valid
	Y8		0.480	Valid
	Y9		0.589	Valid
	Y10		0.528	Valid
	Y11		0.625	Valid
	Y12		0.677	Valid

Source: primary data processed in 2021

4.2.2. Reliability

Cronbach's Alpha (α) statistical test, in which a variable is said to be reliable if it has *Cronbach's Alpha* (α) > 0.70. The following are the results of the reliability test with SPSS *Cronbach's Alpha* (α) on *Standardized Items*.

Table 5. *Cronbach's Alpha* (α) Reliability Test Results

Variable	Alpha Standard	Cronbach's Alpha (α)	Information
Perceived Organizational Support (X ₁)	> 0.70	0.743	Reliable
Motivation (X ₂)		0.874	Reliable
Job Satisfaction (X ₃)		0.861	Reliable
Organizational Commitment (Y)		0.808	Reliable

Source: primary data processed in 2021

4.3 Multiple Linear Regression Analysis

Multiple linear regression analysis, besides being used to measure the strength of the relationship between two or more variables, can also show the direction of the relationship between the dependent variable and the independent variable [35]. The following are the results of multiple linear regression analysis of Perceived Organizational Support (X₁), Motivation (X₂) and Job Satisfaction (X₃) variables on Organizational Commitment (Y).

Table 6. Multiple Linear Regression Test Results

Equality	Test Model			t test		Information
	Adjusted R ²	F Count	Sig.	Beta	Sig.	
Y= 1X ₁ + 2X ₂ + 3X ₃ + e	0.503	29,039	0.000			
X ₁ against Y				0.243	0.018	H1 accepted
X ₂ against Y				0.490	0.000	H2 accepted
X ₃ against Y				0.067	0.586	H3 rejected

Source: primary data processed in 2021

The multiple linear regression equation models in this study are:

$$Y = 1X_1 + 2X_2 + 3X_3 \quad (1)$$

$$Y = 0.243X_1 + 0.490X_2 + 0.067X_3 \quad (2)$$

4.4 Test Model

4.4.1 Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to measure how much the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is zero and one [38]. The value of the coefficient of determination in this study can be 0.503. This means that 50.3% of organizational commitment variables can be explained by perceived organizational support variables, motivation and job satisfaction. While the remaining 49.7% (100% - 50.3%) is explained by variables outside this research model such as compensation, organizational culture, competence, work environment, organizational climate and others.

4.5 Hypothesis Test (Test statistic t)

In this study, there are three hypotheses that need to be tested and verified using the t statistic test. The statistical t test is used to see the effect of the independent variables on the dependent variable partially or individually. A hypothesis can be accepted if it has a significance value <0.05 . In addition, the direction of the relationship between variables can be seen from the value of *standardized coefficients Beta*. Here is the SPSS Coefficients output:

Table 7. T-Test Results (Coefficients^a)

Model	Unstdized. B	Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	15,766	4.210		3.745	.000
POS (X_1)	.353	.146	.243	2.422	.018
WM(X_2)	.342	.091	.490	3.748	.000
JS (X_3)	.057	.104	.067	.547	.586

a. Dependent Variable: Organizational Commitment

Source: SPSS output version 25, 2021

Hypothesis 1: Perceived organizational support has a significant positive effect on organizational commitment.

Based on the results of the statistical t test in table 4.15 the perceived organizational support variable shows the *standardized coefficients beta value* of 0.243 (positive) with a significance value of 0.018 <0.05 . These results can be interpreted that partially perceived organizational support variable (X_1) has a positive and significant effect on organizational commitment (Y), so the first hypothesis can be **accepted**.

Hypothesis 2: Motivation has a significant positive effect on organizational commitment.

Based on the results of the t statistical test in table 4.15 the motivation variable shows the *standardized coefficients beta value* of 0.490 (positive) with a significance value of 0.000 <0.05 . This result can be interpreted that partially the motivation variable (X_2) has a positive and significant effect on organizational commitment, so that the second hypothesis can be **accepted**.

Hypothesis 3: Job satisfaction has a significant positive effect on organizational commitment.

Based on the results of the t statistical test in table 4.15 the job satisfaction variable has a *standardized coefficients beta value* of 0.067 (positive) with a significance value of 0.586 >0.05 . This result can be interpreted that partially the job satisfaction variable (X_3) has no effect on organizational commitment (Y), so the third hypothesis is **rejected**.

4.6 Discussion

4.6.1 The Effect of Perceived Organizational Support on Organizational Commitment

The results of this study indicate a beta coefficient of 0.243 (positive) and a significance value of 0.018 <0.05 , which means that perceived organizational support has a positive and significant effect on organizational commitment. So the better the organizational support perceived by the employees, the better the impact of a significant increase on the organizational commitment behavior of the Kendal Regency Education and Culture Office employees.

The form of organizational support for its employees is being able to appreciate the contribution of work and welfare [10]. When employees are valued for their contributions and their welfare is considered, it means they are considered important and valuable in the organization. That way, employees will respond to what they receive by being more committed to their organization. The results of this study are proven to be in line with state that perceived organizational support has a positive and significant effect on employee organizational commitment [36,37].

4.6.2 The Effect of Work Motivation on Organizational Commitment

The results of this study indicate a beta coefficient of 0.490 (positive) with a significance of $0.000 < 0.05$, which means that motivation has a positive and significant effect on organizational commitment. Thus, the higher the employee's motivation to work, the higher the impact of a significant increase on the organizational commitment of the Kendal Regency Education and Culture Office.

Motivation arises because of needs that must be met. These needs include basic physiological needs, security, social, respectability and self-actualization. When employees want to meet their needs, they will be more enthusiastic to attend work in the organization. Employees will also prefer to stay in the current organization rather than having to leave and adapt to a new, uncertain work environment. This will increase the employee's sense of attachment to the organization or organizational commitment. The results of this study are in line with states that motivation has a significant positive effect on organizational commitment [32,33,34,38].

4.6.3 Effect of Job Satisfaction on Organizational Commitment

The results of this study indicate a beta coefficient of 0.067 (positive) with a significance of $0.586 > 0.05$, which means that satisfaction has a positive and insignificant effect on organizational commitment, or it can be said that job satisfaction has no effect on organizational commitment.

Although the level of employee job satisfaction increases, it will not have a significant effect on increasing the organizational commitment of the employees of the Kendal Regency Education and Culture Office. The results of this study are proven to be in line with research from Ciptodihardjo which states that job satisfaction has no effect on employee organizational commitment [39]

This is in line with the opinion of Mathis which states that job satisfaction is an interesting and important aspect, because he finds that the most basic finding is the effect of job satisfaction on employee commitment [40]. If the workforce is committed to the organization, then they will be more productive. People who are relatively satisfied with their jobs will be more committed to the organization, and people who are committed to the organization are more likely to get greater satisfaction. The results of this study are in line with research conducted by Muhammad and Eleswed, that job satisfaction has a positive and significant effect on organizational commitment [41,41,⁴²].

5 CONCLUSION

Reviewing the results of research and discussion related to the influence of perceived organizational support, motivation and job satisfaction on organizational commitment of employees of the Kendal Regency Education and Culture Office, the conclusions in this study are as follows:

1. Perceived organizational support has a positive and significant effect on employee organizational commitment. That is, the higher (good) perceived organizational support, will have a significant effect on increasing organizational commitment of employees of the Kendal Regency Education and Culture Office.
2. Work motivation has a positive and significant effect on employee organizational commitment. That is, the higher the motivation of employees at work, will have a significant effect on increasing the organizational commitment of the employees of the Kendal Regency Education and Culture Office.
3. Job satisfaction has a positive but not significant effect on employee organizational commitment. That is, the higher the employee's job satisfaction will not have a significant effect on increasing organizational commitment, or it can be said that job satisfaction has no effect on the organizational commitment of the Kendal Regency Education and Culture Office employees.

5.1 Implications

5.1.1 Theory Implications

The results of the research "the impact perceived organizational support, motivation and job satisfaction on

organizational commitment" are expected to provide input for further researchers to support existing theories and contribute to developments science in the field of human resource management.

5.1.2 Managerial Implications

1. Perceived Organizational support is perceived well if it is able to appreciate work contributions and improve the welfare of its employees. Based on this research, it should be noted that justice for employees can contribute to decision making because it is indicated that it is still not good. If this is resolved, it can increase the perception of organizational support for the Kendal District Education and Culture Office's organizational commitment.
2. Motivation arises in a person because of a need that must be met. Based on this research, one of the motivational needs that are still lacking in the form of appreciation for employee work performance needs to be realized by the Kendal Regency Education and Culture Office. If this is realized, it can increase the organizational commitment of Kendal Regency Education and Culture employees.
3. Based on this research, one level of employee job satisfaction is felt to have not been fulfilled, which is related to the opportunity to get a promotion. Kendal District Education and Culture Office needs to implement an appropriate and appropriate promotion system for its employees.

5.2. Suggestions

Based on the conclusions and implications of the study, several suggestions are put forward. In order to increase organizational commitment, the leadership should do the following:

1. Give freedom to all employees to express their opinions, so that employees feel valued.
2. Improving the quality of employees by providing opportunities for them to take training or higher education.
3. Provide promotions to employees who perform very well, (d) Provide satisfactory service to school principals in implementation
4. Provide awards in the form of praise, and awards for employees who carry out their duties and responsibilities very well

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